

Employee Job Satisfaction in Contemporary Workplaces: An Integrative Conceptual Review

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Abstract: *Employee job satisfaction remains a central outcome in organizational behaviour because it is closely linked to performance, turnover, and well-being. Recent changes in work design, digitalization, and work-life expectations require a refreshed look at what drives satisfaction beyond traditional pay and supervision factors. This conceptual paper synthesizes evidence on three interrelated clusters of determinants job characteristics, leadership and social climate, and work-life balance and psychological resources and explains how they shape employees' evaluations of their jobs. The review argues that satisfaction arises when jobs are meaningful and well-designed, leaders are fair and supportive, and employees experience manageable demands and control over boundaries between work and non-work domains. The paper proposes an integrative framework positioning job satisfaction as a key mediator between work conditions and outcomes such as commitment, performance, and retention, and highlights implications for managers seeking to build sustainable satisfaction in dynamic, often hybrid work contexts*

Keywords: Job satisfaction, employee, workplaces, leadership